FY06 AMC Activity Dictionary

Table of Contents

Introduction

The revised FY06 Army Activity Dictionary is provided for use in Performance Based Costing (PBC) / Performance Based Management (PBM) reporting and analysis. The Activity Dictionary is the backbone of the PBC/PBM effort and is used as the basis to build the Army's PBC OROS models. The activity dictionary consists of the tasks, activities and processes performed to complete the Army's Foreign Military Sales (FMS) and Security Cooperation mission. The individual Activity Codes are used to track the amount of time that we spend performing specific tasks in support of FMS and Security Cooperation. The activities hours reported are then used in the models as resource drivers to come up with activity costs. These activity cost and other valuable information are then reported through the web-based COGNOS tool and are used for PBM analysis.

The PBC process is also intricately linked to The Defense Security Cooperation Agency's Performance Based Budgeting (PBB) process. All FMS Administration Fund claimants build Performance Based Budgets and track execution through the PBC process. DSCA recognizes six Core Functions (CF) that make up the FMS and Security Cooperation Process and they are as follows:

Core Function 1: Pre Letter of Request (LOR)
Core Function 2: Case Development
Core Function 3: Case Execution
Core Function 4: Case Closure
Core Function 5: Other Security Cooperation
Core Function 6: Business Sustaining

The Core Functions are then broken out into 23 Program Elements (PE) (Appendix A) and each PE is tied directly to only one Core Function. FMS Administrative Fund budgets are built and submitted at the PE level. The FY06 Army Activity Dictionary is set up to reflect this arrangement. Each Activity Code in the dictionary is tied directly to only one PE and PE's are tied directly to only one Core Function.

Activity Dictionary POCs:

AMC POC:
John Neil
USASAC-NC
717-770-4123
john.neil@usasac.army.mil

DSCA CORE FUNCTION – 1 PRE-LETTER OF REQUEST EFFORT (PRE-LOR)

Description: This effort includes activities performed prior to LOA tasking in DSAMS.   This includes responding to country inquiries, pre-requirements determination, developing total package approach requirements and staffing technology release issues. Do not use when the inquiry is associated with an existing LOA.

Program Element #1: Support FMS (For all PE Descriptions see Appendix A)

AMC Activity: 101A   Perform Pre-LOR Customer Support

Example Tasks:
a) USASAC-FB receives, reviews, coordinates/staffs, tasks responsible agency and provides response to customers
b) USASAC-FB tasks pre-requirements determination with MSC and/or USASAC-NC
c) MSC establishes and maintains TPA requirements database for responsible weapon systems and commodities
d) Teams with industry to prepare information packages for allies and friendly nations
e) Determines Releasability
f) Analyzes tasker and develops/staffs response for Commands unique commodity
g) Performs pre-requirements determination efforts for responsible commodities
h) Develop and Provide country briefings and support (CONUS and OCONUS)
i) Performs Pre-LOR acquisition planning
j) Support visits, meetings, TDY, conference calls associated with Pre-LOR phase

Possible Strategic Readiness System (SRS), P1A, P1B, Unit Cost Metric: Number of RFIs (e-Collaboration)/101A

AMC Activity: 101B   Manage International Industrial Cooperation Activities in Pre-LOR Phase

Ex. Tasks:
a) Involvement in coproduction activities prior to the foreign country request for an MOU
b) USASAC-FB participates/coordinates in miscellaneous security assistance matters involving international industrial cooperation activities (e.g. policy/regulation review, export policy)
c) USASAC-FB teams with industrial partners for major program development
d) Manages/participates in activities related to Army industry meetings/conferences and visits

AMC Activity: 101C   Provide Support for Direct Commercial Sales (OMA Only)

Ex. Tasks:
a) Efforts in support of direct commercial sales regarding DCS weapons sales and other like activities
b) MSCs conduct Government/Industry team meetings to determine what portions of the DCS/FMS the customer will require
c) Tracking/Expediting Export Licenses
d) Coordination with DASA DE&C, DTSA, and industry on Export Licenses

AMC Activity: 101E   Develop and Support Strategic Product Plan

Ex. Tasks:
a) Develops and supports Strategic Product Plan
b) Develop campaign plans
c) Support strategic product plans/campaigns plans

Possible SRS, P1D, Unit Cost Metric: Number of campaign plans prepared/101E

AMC Activity: 101J   Receive and Review LOR

Ex. Tasks:
 a) USASAC-FB receives/reviews LOR and determine lead MSC/USASAC-NC
 b) Evaluates LOR taskers for responsible preparer
 c) Returns incorrect taskers to USASAC-FB to include those without the required LOR checklist
 d) Administrative and Technical review of LOR

Possible Unit Cost Metric: Number of LORs received/reviewed

Program Element #3: Tradeshows

AMC Activity: 103A   Manage Air/Trade Shows/Symposia (OMA)

Ex. Tasks:
 a) USASAC-FB manages and approves Army participation in international air/trade shows
 b) USASAC-FB arranges demonstrations of U.S. Army equipment in CONUS and OCONUS and coordinates administrative requirements with responsible or supporting MSC, Program Executive Officer (PEO), U.S. Army Training and Doctrine Command (TRADOC), Security Assistance Organization (SAO) and contractors, as required
 c) MSC provides equipment for and participates in air/trade shows

Program Element #4: Responding to Foreign Request for Proposals (RFPs)

AMC Activity: 104A   Responding to Foreign Request for Proposals (RFPs)

Ex. Tasks:
 a) Responds to Foreign Request for Proposals (RFPs) Non-LOA related
 b) Facilitate FMS or hybrid solutions to foreign competitions

Program Element #8: Export Controls (Guidance)

AMC Activity: 108A   Review Export Licenses (OMA)

Ex. Tasks:
 a) Manages activities related to the review and development of AMC positions on export licenses
 b) Develops ITAR Exemptions

AMC Activity: 108B   Manage Releasability of SA Programs during Pre-LOR

Ex. Tasks:
 a) USASAC-FB manages activities related to foreign disclosure program
 b) USASAC-FB develops/coordinates positions on releaseability of technology/hardware
 c) USASAC-FB develops input for export policies for major systems
 d) MSC coordinates with subject matter experts in determining releaseability for responsible weapon systems and commodities (current and future)
 e) MSC prepares and staffs consolidated/coordinated response(s) and forwards to USASAC
 f) Identifies and develops sensitivity of technology statement for AMC managed systems
 g) Identifies and develops export policies and recommends releaseability of technology

DSCA CORE FUNCTION – 2 CASE DEVELOPMENT

Description: This effort includes activities required to process customer request, gather, develop and integrate data for preparation of the basic Letter of Offer and Acceptance (LOA) under the total package approach concept. This core function also includes development of LOA amendments and modifications. These activities start with the tasking in DSAMS and continue through case preparation, staffing, and customer acceptance. Do not use these codes if you have not received an LOR (see Core Function 1) or if the LOA is implemented (see Core Function 3) with the exception of developing an LOA amendment or modification.

Program Element #10: Letter of Offer & Acceptance (LOA) Development

AMC Activity: 210A   Develop Letter of Offer and Acceptance (LOA) Information & Implement Case (Excludes DSAMS Effort and Price Development)

Ex. Tasks:

Process LOA Supporting Documentation & Congressional Notifications/Diversion Requests/Other (Except for Manpower worksheet)
   a) USASAC-FB coordinates, staffs, and approves sole source
   b) USASAC-FB reviews/edits and staffs congressional notification data from MSC
   c) USASAC-FB reviews tasker and determines need for technology transfer approval (Non-ENDP)
   d) USASAC-FB participates in LOA negotiations prior to finalization
   e) USASAC-FB prepares necessary information for processing diversion considerations, priority upgrades and to substantiate justification required for exceptions to the Non-Disclosure Plan
   f) USASAC-FB coordinates with DASA DE&C and DSCA on requests for release of Technical Data Packages (TDPs) and release of sensitive and/or classified information
   g) MSC determines need for and prepares congressional notification data
   h) MSC develops diversion decision consideration
   i) MSC staffs position for technology transfer
   j) Prepares LOA support documents external to the Defense Security Assistance Management System (DSAMS)
   k) Staffs sole source command position and Justification and Authorization (J&A)
   l) Reviews, coordinates and documents sole source requests
   m) Develops input, coordinates, and staffs for YOCKEY waiver supporting documentation
   n) Monitors and tracks FMS cases in DSAMS to ensure they are prepared as tasked (accurately and on time) and pursues acceptance by country to maximum extent possible

Develop and Manage LOA Information
   a) USASAC-NC reviews/establishes Military Articles and Services List (MASL) codes
   b) Plans, develops, integrates and coordinates input to build LOA
   c) MSC reviews/processes request for MASL code changes
   d) Manages nonstandard notes/case notes
   e) MSC monitors and tracks FMS cases in DSAMS to ensure they are prepared as tasked and pursues acceptance by country to maximum extent possible
   f) Develops & staffs offshore procurement requests
   g) Determines configuration/finalizes customer requested options, TPA items and/or services required such as training (CONUS/OCONUS)
   h) Coordinate/negotiate delivery schedules
   i) Determine correct MASL codes, footnotes, or special conditions
   j) Determine/obtain potential sources of supply (Item Mgr, PM/PEO, Contractor); conduct market survey/research
   k) Develop acquisition strategy
   l) Tasks lines to other MSCs
   m) Gather PML estimates for submission to RM for pricing

LOA Staffing
   a) Receives and staffs LOA for Legal Review, FDO, HQ-AMC, ASAALT, DSCA, TRADOC, COE, and country approvals

Implement Case
   a) USASAC-FB monitors initial deposit to ensure case implementation can be completed
   b) USASAC-FB distributes copies to appropriate country representatives
   c) USASAC-NC Central Case Manager (CCM) receives/reviews LOA and resolves implementation issues for all cases (delivery term code, ship to address, cost, national stock number (NSN), executability)
   d) USASAC-NC inputs/updates International Logistics Information File (ILIF)/DIFS/PBAS
   e) USASAC-NC monitors and coordinates implementation of all cases with   USASAC-FB prior to offer expiration date
   f) USASAC-NC e-mails Security Assistance community upon case implementation
   g) MSC monitors and coordinates case implementation with USASAC-FB and USASAC-NC prior to case expiration
   h) MSC staffs implemented LOA within the MSC and initiates working agreements with supporting activities
   i) Distribute copies of LOA product to other organizations (RM, Acq, PM, SNAP, etc.)

Coordinate with MSC, TRADOC, Combatant Commanders (CCs), Higher Headquarters (HHQ), Security Assistance Offices (SAO), and foreign officials during Case Development
   a) Maintains close liaison with pertinent POCs in the security assistance community (DOD; OSD; ASAALT; Combatant Commander; Corps of Engineers (COE); AMC MSCs; TRADOC; contractors; and foreign officials – in country and their representatives in the U.S.) and provides information pertinent to country/organization programs, as required, to support CG, USASAC; CG, AMC; DASA DE&C; PEO/PM, and DSCA requirements
   b) Alerts the chain of command of appropriate MSC or other support activities/agencies of potential problems and initiates immediate action to ensure proper resolution as soon as possible

Possible SRS, P2B, Unit Cost Metric: Unit Cost of LOA, 210A, pro-rata cost of codes 210F, 210J, 210K (DSAMS data pull should be same as DSCA pull, case initiate vs. offered)

AMC Activity: 210B   Prepare Amendments Information (Excludes DSAMS Effort and Price Development)

Ex. Tasks:
   a) Prepares amendments supporting document
   b) Same subtasks as 210A
   c) Coordination with Resource Mgt. For financial review
   d) MSC reviews status of all lines for any required changes

Possible SRS, P2B, Unit Cost Metric: Unit Cost of Amendments, 210B, pro-rata cost of codes 210F, 210J, 210K (DSAMS data pull should be same as DSCA pull, case initiate vs. offered)

AMC Activity: 210C   Prepare Modifications Information (Excludes DSAMS Effort and Price Development)

Ex. Tasks:
   a) Prepares Modifications supporting document
   b) Same subtasks as 210A with the exception of congressional notification
   c) Coordination with Resource Mgt. For financial review
   d) MSC reviews status of all lines for any required changes

Possible SRS, P2B, Unit Cost Metric: Unit Cost of Modifications, 210C, pro-rata cost of codes 210J, 210K (DSAMS data pull should be same as DSCA pull, case initiate vs. offered)

AMC Activity: 210D   Develop Planning Case (P&A) Data Information (Excludes DSAMS Effort and Price Development)

Ex. Tasks:
a) USASAC-FB receives/reviews LOR and tasks lead MSC/USASAC-NC
b) Obtains price, availability and other information relative to stocked or procured items/services via intra/inter command elements, PEOs/PMs, and other DoD elements
c) Identifies source of supply and task other activities as needed
d) Evaluates LOR taskers for responsible commodities and returns incorrect taskers to USASAC-FB
e) Receives and staffs LOA for FDO, HQ-AMC, ASAALT, DSCA, TRADOC, COE, and country approvals
f) LOA s/b P&A or case
g) Same subtasks as 210A as applicable

Possible SRS, P2B, Unit Cost Metric: Unit Cost of P&A, 210D, pro-rata cost of code 210K (DSAMS data pull should be same as DSCA pull, case initiate vs. offered)

AMC Activity: 210E Prepare Leases Information (Excludes DSAMS Effort and Price Development)

Ex. Tasks:
a) USASAC-FB tasks MSCs
b) USASAC-FB prepares draft determination of availability
c) USASAC-FB coordination with DASA DE&C
d) MSC develops lease information and support case requirements in accordance with tasker

Possible SRS, P2B, Unit Cost Metric: Unit Cost of Leases, 210E, pro-rata cost of code 210K (DSAMS data pull should be same as DSCA pull, case initiate vs. offered)

AMC Activity: 210F   Develop/Review Case Manpower Worksheet (FMS Admin Only) (LOAs and Amendments)

Ex. Tasks:
a) Develops, reviews, validates, consolidates, and monitors Case Manpower Worksheet

AMC Activity: 210G   Manage Releasability of SA Progarms During Case Development

Ex. Tasks:
a) USASAC-FB manages activities related to foreign disclosure program
b) USASAC-FB develops/coordinates positions on releaseability of technology/hardware
c) USASAC-FB staffs export policies for major systems
d) MSC coordinates with subject matter experts and local FDO in determining releaseability for responsible weapon systems and commodities (current and future)
e) Identifies and develops sensitivity of technology item/description
f) Identifies and develops sensitivity of technology statement for AMC managed systems
g) Recommends releaseability of technology
h) Coordinates information for input into ENDP

AMC Activity: 210H   Manage Miscellaneous International Industrial Cooperation Activities in Development Phase

Ex. Tasks:
a) USASAC-FB participates/coordinates in miscellaneous security assistance matters involving international industrial cooperation activities (e.g. policy/regulation review, export policy)
b) USASAC-FB teams with industrial partners for major program development
c) Manages/participates in activities related to Army industry meetings/conferences and visits

d) Integrates, coordinates, negotiates, and concludes the MOU/supporting documents and program activities after the foreign country request for an MOU

AMC Activity: 210J   Develop LOA Data (LOAD) Pricing Data (LOAs, Amendments, and Modifications)

Ex. Tasks:
a) Prepares pricing and LOA data.
b) All activities required for pricing of standard and nonstandard items, USG services, contractor furnished materiel/services (development of SOW/PD)

AMC Activity: 210K   Enter Data into DSAMS (LOA, Amendments, Modifications, Leases, and P&A)

Ex. Tasks:
a) USASAC-FB enters LOR data into DSAMS
b) USASAC-FB tasks appropriate lead organizations in DSAMS
c) USASAC-FB implements LOA in DSAMS
d) Enters LOA data into DSAMS including cover letter remarks
e) Enters planning case data into DSAMS
f) Enters lease data into DSAMS
g) Enters Modifications and amendments into the DSAMS
h) Accepts tasker into DSAMS
i) Updates milestones in DSAMS
j) Tasks supporting commands in DSAMS
k) Payment schedule variance report resultant DSAMS adjustment
l) Enters nonstandard notes into DSAMS

AMC Activity: 210M   LOA Quality Review Board (QRB) Review

Ex. Tasks:
a) Reviews LOAs, Amendments, Modifications, Leases, and P&A for quality and compliance with policy and checklists

Possible SRS, P2A, Unit Cost Metric: Total number of Documents reviewed/210M

Program Element #12: Missile Technology Control Regime (MTCR)

AMC Activity: 212A   Review and Screen for Military Critical Technology List (MCTL)/Missile Technology Control Regime (MTCR) Compliance

Ex. Tasks:
a) Reviews FMS LOR, LOA, and previous MCTL/MTCR decisions to determine items requiring screening
b) Maintains a database of prior decisions
c) Reviews and prepare necessary correspondance related to the MTCR decisions
d) Administrative processing related to reciept, review, and reporting review result actions
e) Travel and training necessary to execute the MTCR tasks
f) Reviews designs and determine technical characteristics of items to be offered
g) Compares these technical characteristics with the MCTL and the MTCR to determine whether all items comply

DSCA CORE FUNCTION– 3 CASE EXECUTION

Description: This effort includes all activities from initial financial, logistical and acquisition actions required to process accepted and implemented Letter of Offer and Acceptance (LOA). Update associated reports and maintain associated systems and /or databases.   Does not include the development of LOA modifications or amendments.

Program Element #13: Acquisition

AMC Activity: 313A   Establish Quality Assurance Teams (QATs)/New Equipment Training Teams (NETTs)/ Contractor Furnished Service Representative(CFSRs)/Joint Visual Inspection (JVIs) & Site Surveys (Case Funded Only)

Ex. Tasks:
a) USASAC-NC (Product Assurance) creates investigative teams to go on-site
b) USASAC-NC (Product Assurance) obtains and controls funding to attend and participate on teams
c) MSC determines teams' composition, identifies, establishes, provides and monitors QATs, NETTs, Site Survey Teams, Joint Visual Inspections, and CFSRs
d) MSC determines personnel requirements and develops cost of teams
e) MSC coordinates QAT lines with other commands
f) MSC coordinates selection of team participants
g) MSC establishes fielding team sequence and coordinates fielding team schedule
h) Participates in QATs/NETTs/CFSRs/JVIs and site surveys
i) Responds to resulting action items
j) MSC coordinates CFSRs with the contractor

Possible SRS, Unit Cost Metric: Average Cost per QAT, Percentage of Admin vs. Case (USASAC-NC)/313A

AMC Activity: 313B   Provide Technical Support, Engineering/Technical Services, Research, Development, and Manage System Project Office for AMC Managed Programs

Ex. Tasks:
a) MSC provides engineering/testing evaluation
b) MSC provides technical assistance (system specific capabilities)
c) MSC provides configuration control/engineering changes
d) MSC develops Technical Assesstment Control Plan (TACP)
e) MSC conducts technical briefings
f) MSC oversees integration efforts
g) MSC develops/reviews/sanitizes/validates technical manuals/data
h) MSC establishes fabrication programs
i) MSC performs research & development
j) Develops nonstandard/country unique technical requirements
k) Participates as partners with industry

AMC Activity: 313C   Develop and Prepare Financial, Acquisition Documentation & Manage Contract Negotiation, Award and Execution for AMC Managed Programs

Ex. Tasks:
a) MSC drafts Environmental Protection Agency (EPA) Ozone Letter
b) Prepares Contract Data Requirements List (CDRLS)
c) Prepares Statement of Work (SOW)
d) Prepares and manages efforts related to Contract Requirements Package (CRP)/acquisition requirements package
e) Establish OA
f) Develops Procurement Work Directive (PWD)/MIPRs/Purchase Requests (LMP)
g) Prepares and processes Independent Government Cost Estimates (IGCE)/J&A

h) Initiates Request for Proposal (RFP)
i) Coordinates transportation and packaging in relation to contract award
j) Monitors acquisition
k) Prepares and executes contract amendments and modifications as required
l) Monitors deliveries and billings in accordance with DD250s processed
m) Participates in contract audits as required
n) Identifies/evaluates/reviews contract proposals
o) Participates in negotiations
p) Conducts price analysis and evaluation
q) Participates in source selection review boards
r) MSC develops/reviews comments or purchase descriptions for material and services
s) MSC conducts market survey, synopsizing the requirements
t) MSC develops an acquistion strategy

Possible SRS, P3B, Unit Cost Metric: Total number of Documents awarded, Performance

AMC Activity: 313D   Perform LOA Acquisition Management as the Commodity Command Case Manager

Ex. Tasks:
a) Develops and Executes System Acquisition Plan
b) Develops and executes Supply Support Plan
c) Assures the identification and execution of system integration requirements
d) Coordinates with all parties in the supply system in developing and executing System Fielding Plan
e) Supports PEO/PM in developing and executing Life Cycle Program Management Plan
f) Advises Higher Headquarters and customer of status of program acquisition milestones
g) Determines product improvement/system enhancement opportunities and offer to customer

AMC Activity: 313E   Prepare and Conduct Program Management Reviews/In Process Reviews (PMRs/IPRs)

Ex. Tasks:
a) USASAC-FB consolidates after action responses from reviews and forwards through the SAO to the customer
b) Conducts cyclic program management reviews/IPRs with Program Executive Offices (PEOs) and Program Managers (PMs), and Contractors
c) Coordinates, arranges, chair/co-chairs and/or participates in PMRs/IPRs and other country meetings
d) Prepares responses to after-actions from reviews
e) Tracks and monitors completion of action items from formal reviews
f) Prepares briefings and reports to be presented to customer
g) Coordinates protocol and admin arrangements when hosting reviews
h) Coordinate briefings with technical representatives
i) Solicit technical representatives to attend meetings
j) Coordinate with industry visits or meetings
k) Arrange briefings from ILSC IPMS/PEO

Possible SRS, Unit Cost Metric: Number of PMRs/IPRs/313E

AMC Activity: 313F   Releasability of SA Programs during Case Execution

Ex. Tasks:
a) USASAC-FB manages activities related to foreign disclosure program
b) USASAC-FB develops/coordinates positions on releaseability of thechnology/hardware
c) USASAC-FB coordinates export policies for major systems

d) MSC coordinates with subject matter experts and local FDO in determining releaseability for responsible weapon systems and commodities (current and future)
e) Identifies and develops sensitivity of technology statement for AMC managed systems
f) Identifies and develops export policies and recommend releaseability of technology

AMC Activity: 313H   Manage International Industrial Cooperation Activities in Execution Phase

Ex. Tasks:
a) USASAC-FB participates/coordinates on miscellaneous security assistance matters involving international industrial cooperation activities (e.g. policy/regulation review, export policy)
b) Manage acquisition activities of co-production programs after the MOU is concluded
c) Teams with industrial partners for major program development
d) Manages/participates in activities related to Army industry meetings/conferences and visits
e) USASAC-FB teams with industrial partners for major program development
f) Manages/participates in activities related to Army industry meetings/conferences and visits
g) Prepares quarterly report of security assistance agreements for foreign productions of US origin defense articles
h) MSC provides logistical support to Co-Production programs

Possible Unit Cost Metric: Cost Per MOU concluded/313H

AMC Activity: 313J   Perform LOA Acquisition Management as the Central Case Management Executive Agent (USASAC-NC only)

Ex. Tasks:
a) Integrates functional inter and intra organizational efforts for the successful performance of the FMS Case
b) Establishes initial and long range goals and objectives for execution
c) Prepares a master plan
d) Approves plans of execution, scope and schedule of work
e) Initiates requirements and procure funding authorization

Possible Unit Cost Metric: Number of 9Yds/313J

AMC Activity: 313M   Manage Leases

Ex. Tasks:
a) USASAC-FB administers lease agreements prepared by the MSCs
b) USASAC-FB manages and maintains leased equipment data base
c) USASAC-FB prepares quarterly lease reports for ASAALT and DSCA
d) MSC executes delivery/return or transfer of leased asset
e) Performs closure action on leases
f) MSC ensure item is returned in same condition as stipulated in the lease
g) MSC disposes of item as needed

Unit Cost Metric: Number of Leases/313M

Program Element #14: Case Training

AMC Activity: 314A   Case Training (MEDCOM Only)

Ex. Tasks:
a) Serves as the focal point for all Army Security Assistance medical training conducted at 8 CONUS locations
b) Programming training requests, standard MASLs and non-standard requests for Physicians, Dentists, and Nurses
c) Inputs course data into ATRRS and the SAN
d) Serves as medical consultant for mobile training team development
e) Performs analysis of each country 2 year training plan
f) Responds to Army Schools regarding student medical benefits and performs reconciliation with SATFA CPMs
g) Participates in annual Combatant Command Training Program Management Reviews

Program Element #15: Logistics

AMC Activity: 315A   Manage Requisitions

Ex. Tasks:
a) USASAC-NC initiates requisition process for all requisitions/cases
b) USASAC-NC ensures availability of case funding
c) USASAC-NC reviews/validates/corrects initial rejects
d) Reviews, verifies, and validates initial source of supply
e) USASAC-NC determines type of requisitions required
f) USASAC-NC prepares and processes on-line supply and service requisitions
g) USASAC-NC prepares and processes off-line requisitions
h) USASAC-NC verifies requisitions processed
i) USASAC-NC tracks all requisitions for Military Standard Requisitioning and Issue Procedures (MILSTRIP) and non-MILSTRIP status
j) USASAC-NC processes requisition modifications
k) USASAC-NC coordinates with MSC on requisition status
l) MSC tracks requisition for MILSTRIP status
m) MSC processes/issues Army requisitions to support Non-Standard/SNAP/GFE for responsible weapons systems and commodities
n) MSC ensures that there is adequate funding
o) MSC reviews/validates/corrects rejects
p) Processes transactions necssesary for replacement of obsolete items
q) Intiates follow-up with source of supply for requistion status
r) Provides replacement interchangeable items, next higher assemblies, review possible excessive quantities, reviews repair/rebuild programs as a source of supply, makes acquistion decisions to supply requisitions, expedites shipments, queries to accept used rebuilt items, MSC passes requisitions to other agencies, management responsibility has changed, queries customers on price increases, obtains DD250s, posts shipment info in CCSS and CISIL

Possible SRS, P3A, Unit Cost Metric: Total Number of Open Requisitions/315A

AMC Activity: 315C   Coordinate with MSC, other MACOMS, Combatant Commanders (CCs), State Department, Higher Headquarters (HHQ), Security Assistance Offices (SAO), and foreign officials during Case Execution

Ex. Tasks:
a) USASAC serves as the primary focal point for CG AMC and/or CG USASAC OCONUS travel. Prepares necessary trip papers and other supporting information

b) Notifies foreign officials, Combatant Commander and SAO of safety of use/safety of flight (SOU/SOF) concerns
c) Maintains close liaison with pertinent POCs in the security assistance community (DOD; OSD; ASAALT; Combatant Commander; Corps of Engineers (COE); AMC MSCs; State; TRADOC; contractors; and foreign officials – in country and their representatives in the U.S.)
d) Alerts the chain of command of appropriate MSC or other support activities/agencies of potential problems and initiates immediate action to ensure proper resolution as soon as possible
e) Maintains direct contact with in-country and international organization personnel, industry and other organizations/activities involved in the program
f) Prepares trip books, read aheads, and other correspondence for upper- level management
g) Provides information pertinent to country/organization programs, as required, to support CG, USASAC; CG, AMC; ASAALT and DSCA special requirements
h) Supervises, coordinates and participates, as necessary, in security assistance-related VIP visits to HQ AMC, USASAC, MSCs, or other AMC/U.S. Army facilities
i) Initiates staff studies, papers, messages, requests for policy exception/changes and special briefings, as necessary, to ensure country/organization program management meets both country/organization and U.S. policy needs
j) Coordinates with depots, DLA/GSA and other services
k) MSCs coordinates with other MSCs, USASAC, TRADOC, and contractors on program and production status

AMC Activity: 315D   Process and Manage Supply Discrepancy Reports (SDRs) (Admin Only)

Ex. Tasks:
a) USASAC-NC initially receives, validates, accepts/rejects Supply Discrepancy Reports (SDRs), coordinates with supply sources, depots, provides final adjudication to the country, and processes documentation for administrative write-off
b) MSC processes SDRs, researches and responds to USASAC-NC

Possible Unit Cost Metric: Total Number of Open SDRs/315D

AMC Activity: 315E   Provide Liason Office (LNO) Support

Ex. Tasks:
a) Ensures Liaison Office (LNO) support/Foreign Disclosure Office (FDO) processing per DoD, Army Regulations and the weapons system Delegation of Disclosure Authority Letter (DDL)
b) Conducts meetings and responds to LNO inquiries

Possible Unit Cost Metric: Number of LNO supported/315E

AMC Activity: 315F   Provide Materiel Item Management

Ex. Tasks:
a) MSC provides inventory control
b) MSC researches obsolete items for suitable replacement
c) Develops and provides unique provisioning requirements
d) Provides new equipment/Nonstandard Training
e) Develops Program of Instruction (POI) for applicable programs
f) Manages and monitors schedules and costs associated with contractor and government provided training

AMC Activity: 315G Provide Follow-on Support of Legacy and Commercial Systems

Ex. Tasks:
a) MSC develops, updates, and coordinates initial and follow-on support in accordance with Integrated Logistics Support Plan (ILSP)
b) MSC provides nonstandard training for legacy systems
c) MSC prepares and maintains supportability file which identifies supportability dates for all managed weapon systems and commodities
d) Develops Program of Instruction (POI) for applicable programs
e) Manages and monitors schedules and costs associated with training
f) Manages supportability file and System Support Buy Out (SSBO) program
g) Develops and monitors contractor maintenance/logistical support
h) Researches and recommends suitable replacement for obsolete items
i) MSCs provide commercial CSPs from contractor
j) Development of SSBO list
k) Coordination between USASAC, MSC, and customer on SSBO requirements

AMC Activity: 315H Provide CLSSA Program Management (FMS Admin Only)

Ex. Tasks:
a) USASAC-NC provides management of CLSSA Program
b) USASAC-NC develops CLSSA policy, procedures and functional system requirements
c) USASAC-NC coordinates with MSCs for development of proposed CLSSA requirements in support of country weapon system sustainment
d) USASAC-NC negotiates CLSSA requirements with foreign officials
e) USASAC-NC manages the CLSSA Drawdown Program
f) USASAC-NC maintains required data bases and generate required reports
g) USASAC-NC assesses effectiveness of CLSSA program and resolve any problems
h) USASAC-NC provides CLSSA Training
i) MSC develops proposed CLSSA requirements in support of country weapon system sustainment

Possible Unit Cost Metric: Total number of CLSSA cases/315H

AMC Activity: 315J Provide Repair & Return and Direct Exchange (DX) Program Management

Ex. Tasks:
a) USASAC-NC executes, funds and monitors the repair & return and Direct Exchange (DX) program
b) MSC executes and monitors the repair & return and Direct Exchange (DX) program
c) MSC issues funding/PRONs to workload the depots
d) Provides SOW/DMWRS or other instructions to repair depots

Possible Unit Cost Metric: Number of repair and return requistions/315J

AMC Activity: 315K Perform LOA Logistics Case/Line Management

Ex. Tasks:
a) Conducts continuous reviews and controls the execution of logistical and technical requirements
b) Researches, develops and responds to customer logistical and technical concerns
c) Tracks, monitors and stages consolidated shipments and transportation issues
d) Ensures delivery schedules are accurate and timely
e) Resolves problems related to materiel delivery, services and special program requirements
f) Analyzes actual and planned logistical, financial, operational, supply, procurement, transportation, maintenance, and training performance to ensure the case is executed in accordance with the Case Master Plan
g) Approves plans of execution, scope and schedule of work

h) Directs corrective action based on analysis
i) Monitors action to ensure corrections are accomplished
j) Hosts foreign visitors
k) Provides training/assistance to Security Assistance Organizations
l) Compiles and assembles documentation to support authoritative responses to foreign customers and HHQ
m) Retires records
n) Manages record retention

Possible Unit Cost Metric: Number of lines/315K

AMC Activity: 315L   Perform LOA Logistics Case Management as the Central Case Manager Executive Agency (USASAC only)

Ex. Tasks:
a) Integrates functional and inter- and intra- organizational efforts for the successful performance of an FMS Case
b) Reconciles cases during execution
c) Responds to purchaser, higher headquarters, counterparts, functional activities, and other supporting agencies
d) Initiates working agreements with supporting activities as appropriate
e) Analyzes performance in relations to required performance specifications
f) Provides status, progress and forecast reports to country, higher headquarters, DSCA etc.
g) USASAC-NC maintains, consolidates, and archives case files for Army Security Assistance programs

Possible Unit Cost Metric: 9YD requisitions/315L

AMC Activity: 315M   Prepare and Conduct Country Management Reviews (CMRs) Prepare and Conduct Security Assistance Reviews (SARs)

Ex. Tasks:
a) USASAC-NC develops review package to include workbook and worksheets
b) USASAC-FB consolidates after action responses from reviews and forwards through the SAO to the customer
c) USASAC-FB coordinates, arranges, and chair/co-chairs CMRs/SARs and other country meetings
d) USASAC-FB tracks and monitors completion of action items from formal reviews
e) Prepares responses to after-actions from reviews
f) Prepares briefings and reports to be presented to customer
g) Coordinates protocol and admin arrangements when hosting reviews
h) Participates in CMRs/SARs and other country meetings

Possible Unit Cost Metric: Number of Reviews/315M

AMC Activity: 315Q   Concurrent Spare Parts (CSP) Development

Ex. Tasks:
a) USASAC-NC validates and corrects rejects on CSP listings
b) USASAC-NC coordinates and refines listings with customers
c) MSC develops and tailors CSP listings
d) MSC electronically transmits CSP listings to USASAC-NC
e) MSCs provide commercial CSPs from contractors

Unit Cost Metric: Number of CSPs Developed/315Q

AMC Activity: 315R   Provide Pre-Fielding Logistics Support (Case Funded Only)

Ex. Tasks:
   a) MSC identifies total package support materiel and services for weapon systems/commodities
   b) MSC develops fielding plan
   c) MSC identifies required publications for support of materiel being delivered
   d) MSC develops, updates, and coordinates initial and follow-on support in accordance with Integrated Logistics Support Plan (ILSP)
   e) MSC prepares and updates CSP (Concurrent Spare Parts) and MSI (Maintenance Support Items) listings
   f) MSC develops and maintains basic load lists for ammunition and other assigned commodities

AMC Activity: 315S   Conduct Verification of Logistical Completion in preparation for Closure (Admin Only)

Ex. Tasks:
   a) Ensures lines are logistically complete and inputs appropriate codes in the Case Closeout Process Execution System (CCOPES)
   b) Verifies line if supply complete by reviewing logistics systems
   c) Determines if mod or amendment is necessary to reconcile logistics records
   d) Projects closure date for EACC
   e) Reconciles LOA/contract discrepancies for closure
   f) Coordinates with SDR POC on any open actions
   g) Researches status of completion of services

AMC Activity: 315T   Customs Coordination

Ex. Tasks:
   a) DSP 94 Coordination

AMC Activity: 315U   Transportation Coordination

Ex. Tasks:
   a) Analyzes, processes and provides distribution, transportation and packaging instructions/requirements
   b) Monitors, coordinates and ensures delivery of all items with freight forwarder, Defense Transportation System (DTS) and Third Country transportation to include pilot pickup
   c) Coordinate sensitive item shipments
   d) Coordinate ammo shipments

Program Element #16: Financial

AMC Activity: 316A   Performs Security Assistance Funds Control

Ex. Tasks:
   a) USASAC receives and distributes Direct Funds (IMET, FMF and OMA)
   b) Requests and receives: Obligational Authority (OA); and Funded Reimbursable Authority (FRA)
   c) Verifies, certifies and notifies of fund availability in the Program, Budgeting and Accounting System (PBAS)
   d) Establishes Automatic Reimbursable Authority
   e) Reviews OA request based on LOA Pricing Data
   f) Receives, manages, and distributes funds

AMC Activity: 316B   Perform Security Assistance Billings

Ex. Tasks:
   a) MSC budgets and processes CAS charges
   b) Reviews, monitors, and takes corrective action on shipping and billing discrepancies
   c) Creates, processes, and updates pricing documentation for delivery reporting transactions
   d) Develops billing pricing for delivery reports
   e) Prepares documentation to charge FMS Trust Fund and credit performing appropriations and budgetary accounts
   f) Reviews, validates and processes command pay transactions
   g) Researches and corrects CAS and LSC charges

AMC Activity: 316C   Perform Security Assistance Financial Execution

Ex. Tasks:
   a) Reviews Financial Operations procedures, provides guidance and recommendations
   b) Establishes, reviews and validates funds, commitments and obligations
   c) Prepares vouchers and certifies disbursement of case funds
   d) Analyzes and corrects abnormal balances, including ULOs, NULOs and Unmatched Disbursements
   e) Obligates and adjusts unfunded costs
   g) Reviews financial systems, and makes revisions
   h) Researches, analyzes, and processes payment schedule variance report
   i) MSCs submit the LOA Manpower and Travel Data Sheet packages annually
   j) Prepares, submits, and reconciles medical and dental reimbursements for all Army Security Assistance students and family members who received medical care at both DOD and US commercial based medical facilities (MEDCOM Only)

AMC Activity: 316D   Perform Security Assistance Financial Reviews

Ex. Tasks:
   a) USASAC-NC prepares and monitors financial case master plans
   b) USASAC-FB consolidates after action responses from reviews and forwards through the SAO to the customer
   c) Participates and prepares documentation for country FMRs, PMRs, CMRs from financial systems
   d) Reconciles financial discrepancies on LOA's
   e) Conducts cyclic financial reviews
   f) Prepares responses to after-actions from reviews
   g) Tracks and monitors completion of action items from formal reviews
   h) Prepares briefings and reports to be presented to customer
   i) Researches, develops and responds to financial and contractual concerns
   j) Reconciles financial databases
   k) Creates, validates, and provides financial reports
   l) Monitors interfaces between DSAMS, CISIL, and PBAS
   m) Performs accessorial reviews
   n) Validates obligations prior to financial contract reconciliation
   o) Performs financial contract reviews

Unit Cost Metric: Number of Financial Reviews/316D

AMC Activity: 316E   Review and Evaluation of NC

Ex. Tasks:

Calculating NC Charges
a) Item manager/PM/PEO determines the nonrecurring RDT&E and production costs and calculates the estimated NC Charge
b) MSC RM/SAMD reviews the calculations and forward to USASAC RM
c) USASAC RM reviews/edits/validates estimated NC and adds the item to the AMC Major Defense Equipment List and ensures that the NC charges are loaded in DSAMS
d) USASAC RM forwards the NC calculations thru DASA-DEC to DSCA

Biennial Review of NC Charges
a) USASAC RM tasks the MSC's to review NC charges to determine significant changes in factors
b) MSC/PEO/Item managers review the NC charges and report to USASAC RM
c) USASAC RM reviews/edits/validates the biennial review report
d) USASAC RM forwards the Biennial Review thru DASA-DEC to DSCA

NC Collections
a) MSCs update and provide a quarterly report (1112 Report) to USASAC RM showing NC collections
b) USASAC RM reviews/edits/consolidates the 1112 Report
c) USASAC RM forwards the 1112 Report thru DASA-DEC to DSCA.

AMC Activity: 316F   Conduct Case/Line Financial Reconciliation for Closure (Admin Only)

Ex. Tasks:
a) Financially reconciles case lines
b) Financially reconciles accessorial costs
c) Reconciles financial systems (PBAS, CISIL, DIFS, Accounting systems and/or SOMARDS)
d) Coordinates with appropiate internal organizations to decommit PWDs/reduce OA and obligations, as necessary
e) Coordinates with appropiate internal organizations to reconcile MIPRs in SOMARDS
f) Archives case files when case is certified for closure

DSCA CORE FUNCTION – 4 CASE CLOSURE

Description: This effort includes all activities required to perform logistical reconciliation, financial reconciliation and certify LOA case closure. Financial requirements allocated to these activity codes will only be activities required to close the LOA case; no other financial activates will be recorded here. All Case Closure Actions are FMS Admin Funded.

Program Element #19: Case Closure Reconciliation & Transactions

AMC Activity: 419A   Provide Management/Execution of the Army Case Closure Program (USASAC only) (Admin Only)

Ex. Tasks:
a) Ensures that all cases are logistically complete
b) Monitors and coordinates financial case closure with participating MSCs, other Implementing Agencies (IAs), Defense Finance and Accounting Service (DFAS) and higher headquarters
c) Monitors and reconciles all cases for closure
d) Prepares/finalizes case closure certificate
e) Manages accelerated and enhanced case closure programs
f) Reopens closed cases
g) Manages interim to final closure program
h) Coordinates with DSCA
i) Monitors the status of the program and provides status to higher headquarters

DSCA CORE FUNCTION – 5 OTHER SECURITY COOPERATION

Description: Presidential Determinations, Drawdowns, and other Foreign Assistance Act (FAA) directed actions that have no LOA associated with the action. All action required planning, implementing, executing, and completing actions directed IAW specific sections of the Foreign Assistance Act.

Program Element #27: End Use Monitoring

AMC Activity: 527A   End Use Monitoring

Ex. Tasks:
   a) End Use Monitoring
   b) Site Survey
   c) Country Shipment History
   d) Baseline Inventory
   e) Tracking Method

Program Element #28: Excess Defense Articles (EDA)

AMC Activity: 528A   Evaluate and Prepare Excess Defense Articles (EDA)

Ex. Tasks:
All efforts done in support of EDA transfers under the Foreign Assistance Act (FAA), Section 516. Grant ship transfers are included in this category. This category is limited to grant transfer and does not include EDA sales. USASAC-FB efforts associated with EDA sales should be reported against code 528B.

   a) USASAC-FB evaluates customer eligibility
   b) USASAC-FB prepares requests for congressional approval and maintains status of congressional approval
   c) USASAC-FB prepares and staffs draft survey message
   d) MSC identifies EDA for inclusion in draft survey message
   e) Develops QAT fielding plans
   f) MSC coordinates with supply activities for identification of assets
   g) MSC coordinates Material Release Order
   h) MSC coordinates MIPR funding for PC&H, Transportation and Repair funding
   i) MSC coordinates with USASAC-NC and supply activity to determine repair Scope of Work

AMC Activity: 528B   Evaluate and Prepare Excess Defense Articles (EDA) (USASAC only)

Ex. Tasks:
All USASAC-FB efforts done in support of EDA transfers that ARE NOT transferred under the Foreign Assistance Act (FAA), Section 516. This code is restricted to those EDA items that are sold on a cash basis to FMS customers. FMS EDA transfers applicable to this code are listed as a line item on the LOA. MSC reporting against this code is not authorized.

   a) USASAC-FB evaluates customer eligibility
   b) USASAC-FB prepares requests for congressional approval and maintains status of congressional approval

Program Element #30: Drawdowns

AMC Activity: 530A   Evaluate and Coordinate PDs and Other FAA Directed Actions (FMF Admin)

Ex. Tasks:
   a) USASAC-FB coordinates availability and cost of assets with MSC
   b) USASAC-FB receives/evaluates draft execute orders
   c) USASAC-FB obtains funding
   d) USASAC-FB coordinates diversion
   e) USASAC-FB receives and tasks execute orders
   f) USASAC-FB assists DSCA in redistributing excess FMFP equipment
   g) USASAC-NC evaluates draft execute orders
   h) USASAC-NC establishes repair program associated with Presidential Determinations (PD)
   i) USASAC-NC establishes/assigns record control numbers (RCNs)
   j) USASAC-NC issues requisitions
   k) USASAC-NC compiles shipment data and develops summary report
   l) USASAC-NC reconciles and closes RCNs
   m) MSC executes the repair program associated with Presidential Determinations (PD)
   n) MSC identifies need for diversion to USASAC-FB
   o) MSC monitors repair programs
   p) Completes Price & Availability (P&A) data
   q) Evaluates requirements
   r) Establishes, certifies and tracks commitments / obligations / disbursements
   s) Performs delivery reporting
   t) Resolves shipped unbilled
   u) Monitors release of materiel
   v) Staffs and coordinates transportation
   w) Resolves packing, crating and handling issues
   x) Monitors funding to ensure dollar limitations are not exceeded
   y) Monitors execution and shipment and provides updates as required
   z) Coordinates delivery/QAT requirements
   aa) Processes labor transfers (OMA reimbursement)

AMC Activity: 530B   Support OMA Counter-narcotics Operations and Drawdowns (USASAC Only)

Ex. Tasks:
   a) Supports counter-narcotics operations
   b) Activities pursuant to Section 1004 of NDAA
   c) Activities pursuant to Section 1033 of NDAA

Program Element #32: International Military Education & Training (IMET)

AMC Activity: 532A   Support International Military Education and Training (IMET) (FMF Admin)

Ex. Tasks:
   a) USASAC-NC receives country requirements and updates databases
   b) USASAC-NC issues and tracks requisitions
   c) USASAC-NC receives, issues, obligates and tracks funds
   d) USASAC-NC reconciles and closes completed RCNs
   e) MSC initiates procurement for equipment and services
   f) MSC provides installation and support teams

Program Element #33: HA/MA, EIPC, Warsaw, PKO and Other Funded Initiatives

AMC Activity: 533A   Provide Support for "Operation Noble Eagle" (OMA)

Ex. Tasks:
   a) Efforts in support of "Operation Noble Eagle"

AMC Activity: 533B Provide Support for "Operation Enduring Freedom" (OMA)

Ex. Tasks:
   a) Efforts in support of "Operation Enduring Freedom"

AMC Activity: 533C   Develop Critical Requirements Deficiency List (CRDL) Activities

Ex. Tasks:
   a) Assists in development of information for processing requests for special exceptions as well as formulating and executing War Reserve Stockage for Allies (Korea and Thailand) and Critical Requirements Deficiency Lists (Korea) policies/programs

AMC Activity: 533D   Manage Iran Reconciliation Project (OMA)

Ex. Tasks:
   a) Efforts expended to provide the Department of State with documentation regarding the U.S. Army's FMS program with Iran

AMC Activity: 533E   Provide Support to Operations in Iraq (OMA)

Ex. Tasks:
   a) General questions and tasks in support of a Non-Title 22 Program

AMC Activity: 533F   Provide Support to Operations in Afghanistan (OMA)

Ex. Tasks:
   a) General questions and tasks in support of a Non-Title 22 Program

AMC Activity: 533G   Coordination of Third Party Transfers

Ex. Tasks:
   a) Coordination of Third Party Transfers

AMC Activity: 533H   Other OMA Funded Workload

Ex. Tasks:
   a) For OMA Workload not specifically captured in Activity Codes 533A through 533G

AMC Activity: 533J   Undefined Activity for Future Requirements/Projects 1

Ex. Tasks:
   a) Undefined Activity

AMC Activity: 533K   Undefined Activity for Future Requirements/Projects 2

Ex. Tasks:
a) Undefined Activity

DSCA CORE FUNCTION – 6 BUSINESS SUSTAINING

Description: This effort includes all activities required in providing employee supervision, leadership, guidance and training. It includes personnel management, workload management and secretarial support.

Program Element #20: Workforce Development

AMC Activity: 620A   Employee Development Training (Government and Non-Government training)

Ex. Tasks:
- a) Attends/receives employee development training
- b) Provides employee developmental training

AMC Activity: 620B   Security Assistance Intern

Ex. Tasks:
- a) Attends/receives employee development training

Program Element #22: General Administration

AMC Activity: 622A   Provide Supervision (Excluded Case Funded)

Ex. Tasks:
- a) Prepares employment actions
- b) Employee performance management (issue performance objectives, appraisals)
- c) Provides guidance on training and development including Individual Development Plans (IDPs)
- d) Counsels employees on performance or behavioral issues, and resolves personnel conflicts/issues
- e) Certifies employee time and attendance
- f) Staffs the organization (position management and classification, recruit/selection process)
- g) Prepares incentive awards
- h) Employee leave management
- i) Approves/authorizes travel orders and vouchers
- j) Property accountability/hand receipt
- k) Organizational planning (future planning for expertise/skills and manpower needs, reorganizations, Reductions in force, Base Realignment and Closure impacts)

AMC Activity: 622B   Provide Secretarial Support

Ex. Tasks:
- a) Manages correspondence
- b) Maintains files
- c) Coordinates meetings and conferences
- d) Inputs time and attendance
- e) Prepares process and authenticate travel orders

AMC Activity: 622C   Provides Security Controls

Ex. Tasks:
- a) Issues vistior badges and verifies security clearances
- b) Presents security briefings
- c) Processes foreign visitor requests
- d) Presents threat briefings
- e) Ensures Force Protection
- f) Processes Freedom of Information Act (FOIA) requests

AMC Activity: 622F   Provides Organizational Administrative Support Services

Ex. Tasks:
   a) Processes passports/visas
   b) Processes command requisitions for internal purchases
   c) Provides training administration (1556's, etc.)
   d) Provides internal organizational contracting/procurement/supply support
   e) Provides equipment and property management
   f) Provides mail, message and product distribution services
   g) Processes personnel actions
   h) Administers personnel related programs (e.g. TAPES, awards, etc.)
   i) Administers Suggestion Program
   j) Provides records administration
   k) Provides printing and publications support
   l) Serves as customer service representative for payroll
   m) Serves as credit card administrator (i.e. Visa)
   n) Develops contingency operations and plans
   o) Processes OCONUS visits
   p) Suspense Tracking

AMC Activity: 622G   Provides Public Affairs Support

Ex. Tasks:
   a) Prepares, publishes and provides input to publications and newsletters (e.g. SAO Bulletin)

AMC Activity: 622H   Provides Protocol Activities Support

Ex. Tasks:
   a) Provides protocol advice for high ranking visitors
   b) Processes non-specific visit requests
   c) Receives and host informal visitors

AMC Activity: 622J   Provides Facilities Management (USASAC-NC)

Ex. Tasks:
   a) Building operations – electrical/LAN upgrades, telephone services, quality of life improvements, renovations
   b) Building maintenance – monitoring daily janitorial services, parking lot maintenance, general interior and exterior maintenance such as painting, carpeting, roofing, electrical, plumbing, physical security

AMC Activity: 622K   Manages Special Reports

Ex. Tasks:
   a) USASAC-NC monitors Address Indicating Group (AIG)
   b) USASAC-NC oversees AIG modifications/yearly recap
   c) USASAC-NC prepares the "minimize" notifications
   d) USASAC-NC manages the ALDODACTS
   e) Prepares history report

Program Element #23: Headquarters Functions

AMC Activity: 623A   Perform Internal Audits (OMA)

Ex. Tasks:
a) Execution of audits, advisory services and follow-up reviews associated with security assistance

AMC Activity: 623B   Disseminate Policy and Implementing Procedures

Ex. Tasks:
a) Interprets and disseminates policy and implementing procedures
b) Develops standard notes to include in LOAs, amendments and modifications
c) Develops checklists or SOP
d) Research policy

AMC Activity: 623C   Prepare Budget & Validate and Evaluate Manpower (TDA Only)

Ex. Tasks:
a) Prepares budget
b) Executes internal operating budget including committing, obligating and validating expenditures
c) Monitors budget execution
d) Conducts work analysis/resource allocation
e) Maintains Table of Distribution & Allowances and Personnel Control Document
f) Validates/evaluates manpower requirements
g) Participates in manpower surveys
h) Participation in the development and execution of the POM (task includes all Program Element Manager (PEM) activities)

AMC Activity: 623D   PBB/PBC Support (excludes budgeting)

Ex. Tasks:
a) PBB/PBC Support (excludes budgeting)

AMC Activity: 623E   LMP Development and Testing

Ex. Tasks:
a) Includes design, testing, installing and training of LMP
b) LMP User's Group participation

AMC Activity: 623F   Strategic Planning, Development, and Analysis

Ex. Tasks:
a) Develop Strategic Plans
b) Develop SRS and Balance Scorecard
c) Data Collection, Analysis, and Reporting
d) Performs internal management control evaluations
e) Coordinates audits/investigations (Admin Funded)
f) Forecasts future business

AMC Activity: 623G   Manage Foreign Military Sales (FMS) Country Program (USASAC-FB only)

Ex. Tasks:
  a) Country Program Manager (CPM) processes and coordinates foreign visit requests with SAOs
  b) CPM reviews/manages program management lines
  c) CPM manages specified country's/organization's security assistance program as directed by CG, USASAC in accordance with policy and guidance from DSCA and ASAACT
  d) CPM responds to country/organization requests for information, assistance and FMS cases by determining the optimum source(s) of support within the Security Assistance community and coordinating the response as appropriate
  e) CPM monitors revisions to FMS case progress to meet country/organization program requirements
  f) CPM monitors case suspensions, extensions of case expiration dates and all pen and ink changes to ensure all case participants are kept informed and follow-on case actions are completed in a timely manner
  g) CPM maintains current awareness of country security assistance program requirements and U.S. policy objectives to ensure successful program execution while fostering a close bilateral relationship with the customer
  h) CPM takes prudent actions necessary to ensure optimum country/organization program implementation
  i) CPM assists in development of co-production programs and unique requirements associated with cooperative research and development projects. Also assists in development of co-production Memorandum of Understandings (MOUs) and ensures preparation of supplemental LOAs, as required
  j) CPM hosts foreign visitors

AMC Activity: 623H   Develop and Implement Reengineering Activities and Internal Processes

Ex. Tasks:
  a) Develops/implements reengineering initiatives
  b) Participates in special task force studies
  c) LEAN Initiatives

AMC Activity: 623K   Provide Administrative Legal Support

Ex. Tasks:
  a) Legal reviews
  b) Legal research and guidance related to policy
  c) Legal review of LOA
  d) Legal review of Acquistion Packages
  e) Legal revew of Sole Source Requests

AMC Activity: 623L   Headquarters Support Activities

Ex. Tasks:
  a) Development of Command Briefings and/or Papers
  b) Command Representative on External IPTs and Working Groups
  c) Planning, Coordination, Faciliation, and Management for Meetings
  d) Working Groups and Conferences

AMC Activity: 623M   Undefined Activity for Future Requirements/Projects 1

Ex. Tasks:
  b) Undefined Activity

AMC Activity: 623N   Undefined Activity for Future Requirements/Projects 2

Ex. Tasks:
- e) Undefined Activity

Program Element #26: Information Technology (IT) Systems

AMC Activity: 626A   Provide Information Technology System Support

Ex. Tasks:
- a) Legacy system maintenance and System Change Requests (SCR)
- b) Supply, Tracking and Repairable Return (STARR/PC) includes implementation and training
- c) Defense Messaging System (DMS)
- d) SDR Expert System
- e) Software includes metering, compliance, inventory and excessing
- f) Hardware includes compliance, inventory, issuance and excessing

AMC Activity: 626B   Provide LAN & Computer Support

Ex. Tasks:
- a) USASAC-FB publishes SAO Bulletin
- b) Local/Wide Area Network (LAN/WAN) administration
- c) Strategic planning for future upgrades/technology
- d) Project Management
- e) Database Programming
- f) Internet Service/Access
- g) Desk Book
- h) Computer related training includes preparing course agenda, conducting and evaluating training
- i) Provides desk-side training to users
- j) Supporting Security Assistance Liaison Officers (SALO)
- k) Installs hardware
- l) Installs and test workstation software
- m) Responds to help desk tickets
- n) Provides automation support at conferences
- o) Continuity of Operations (COOP)
- p) Classified processing includes installing PC, training/briefing users, writing SOPs
- q) Accreditation Plan
- r) Monitor security logs
- s) Army Computer Emergency Response Team (ACERT)
- t) Provides visual aid support
- u) Newsletters
- v) Awards and certificates

AMC Activity: 626C   Development and Testing for CEMIS

Ex. Tasks:
- a) Develop functional requirements and testing procedures
- b) Attend DSCA and Tri-service meetings to develop acquistion strategy, acquisition related documents, and long range goals
- c) Update management and personnel about program changes

AMC Activity: 626D   Provide Design, Testing, Installing, Training, and Troubleshooting for DSAMS Development

Ex. Tasks:
    a) Includes design, testing, installing and training of DSAMS
    b) Troubleshooting of DSAMS

AMC Activity: 626E   Security Cooperation Information Portal for Integration and Testing

Ex. Tasks:
    a) Develop tri-service functional requirements and Army unique functional requirements for SCIP implementation
    b) Develop CISIL changes/interfaces associated with SCIP applications
    c) Prioritize potential SCIP applications as member of SCIP Configuration Control Board for development
    d) Train Army personnel on SCIP status and implemented applications
    e) Develop testing procedures/plans for SCIP applications
    f) Update management and personnel about program changes and status
    g) Review policy, procedures and external systems for SCIP related impacts

AMC Activity: 626F   CISIL (Central Integrated System – International Logistics) Legacy System Maintenance

Ex. Tasks:
    a) Legacy System Maintenance
    b) Development and testing of new programs/functionality
    c) Modification of existing programs/functionality
    d) Preparation of System Change Requests (SCRs)
    e) Impacting new interface requirements
    f) Provide training to both internal and external CISIL users
    g) Monitor daily program activity within CISIL

AMC Activity: 626G   STARR-PC2

Ex. Tasks:
    a) Testing of new software upgrades for functionality and applicability to the Army FMS Customers
    b) Provide system training to USASAC personnel as required and respond to questions regarding system's operations
    c) Provide briefings to FMS customer as required
    d) Participate in system installation visits to customer sites in-country to train Army FMS customers when requested by USAF STARR-PC Office

AMC Activity: 626H   Army Level IT Special Project Support

Ex. Tasks:
    a) Responding to AMC/Army suspenses
    b) Answering surveys on BRAC IT requirements
    c) Reviewing NETCOM documentation and making comments back on the USASAC position
    d) Contracting – to include statements of work, evaluating bids, interviewing and selecting candidates
    e) Strategy – doing what if drills based on funding reductions, VERA/VSIP etc.
    f) Coordinating with AMC for phones, furniture, IT, parking, office space, etc.

Non-Mission Time

AMC Activity: 9110   Leave Time (annual, sick, holiday, admin)

AMC Activity: 9130   Command Activities

Ex. Tasks:
   a) Staff General Meetings
- Non-Mission related Staff meetings
- Town hall meetings
   b) Attend Command Activities

AMC Activity: 9140   Union Activities

AMC Activity: 9150   EEO Activities

Appendix A   Program Element Definitions

Program Element #1: Support FMS

Description: This program covers the primary work in the Pre-Letter of Request (LOR) core function. It accounts for resources to identify and generate FMS solutions. This accounts for resources to support FMS solutions to countries designated in the SECDEF Security Cooperation Guidance and to establish better linkage to the Planning Guidance. It encourages FMS hybrid solutions, tailoring and/or combining FMS, Direct Commercial Sales (DCS), international cooperative agreements, training, etc., to the bone fide needs of U.S. friends and allies. This includes work to identify their defense requirements, purchases and participation in US programs involving acquisition, logistics, development, life cycle support, training and so forth. This includes efforts by Weapons Group/Division personnel to provide system and platform information. This program element includes efforts to partner with industry, and to support Direct Commercial Sales since they are complementary to FMS solutions. It includes responding to industry requests regarding international competitions. It encourages efforts to work with international customers in a "Team International" or International IPT format to foster good communication and understanding prior to the LOR.

Goals: Promote combined approaches, access, and cooperation; build capable and interoperable allied and friendly military forces; build defense relationships that promote U.S. security interests.

Find opportunities for FMS and FMS hybrid solutions, in support of US policy and US acquisition programs. Ensure that the foreign customer obtains the full military capability required, with consideration for aspects such as interoperability, sustainability, parts support, resupply, configuration management, etc. Hold meetings with industry to encourage effective communications.

Metrics:

    Workload Measure: Performance Based Costing (PBC) measure of effort dedicated to FMS, support for Direct Commercial Sales, and all pre-LOR activity; as a percentage of all efforts.

    Performance Measure: Total FMS sales at end-of-year.

Program Element #3: Tradeshows

Description: Tradeshows consist of static displays, equipment demonstrations, support personnel, and speakers -- among other things -- with the purpose to promote stability, democratization, military professionalism, and closer relations with the US. This primarily addresses air shows but pertains to participation in DoD approved defense expositions for maritime and ground forces areas as well. This program element provides for the manpower to organize trade show participation, travel to/from the shows, exhibit preparation, and the costs of shipping and staging a booth, where appropriate. The appropriate funding source must be identified. Advance planning, coordination and approval are key. FMS Admin funding in support of tradeshows will be limited to support only FMS-related activity that takes place at international tradeshows. Level of funding will be based upon a limited number of shows, personnel attending, and staff preparation efforts, when funded by FMS Admin.   This program element is intended to help Implementing Activities prioritize the use of limited resources to cover a growing number of shows and conferences.

Goals: Focus resources to participate in those tradeshows that have the best potential to promote US interests to the respective region.

Metrics: Number of tradeshows per year and per region. Although subjective, evaluate each show's utility as a forum to engage views with allies and friends, support FMS/hybrid solutions, and to partner with industry.

Program Element #4: Responding to Request for Proposals (RFPs)

Description: FMS Admin funding may be needed, in rare instances, where support is required by US program offices to perform the work necessary to prepare and respond to foreign competitions through a Request For Proposal, or RFP, process (e.g., Jet Fighter, Helicopter, Tanks, Ships, Munitions, or AEW&C). This program facilitates FMS or hybrid solutions to foreign competitions that have a high probability of success. It provides funding to cover instances where

significant detail is needed to respond to a foreign RFP. It is related to case development, in that an RFP may be considered a letter of request, but must remain distinct from routine efforts to write LOA's. Funds will be prioritized and managed by the respective Implementing Agency.   Funding may apply to multiple object classifications; however, the focus of this program is on specialized or technical work required for the RFP. This activity will be targeted to specific programs and countries.

Goals: Finance work by program offices to respond to requests for information. Focus on the technical effort required to respond to foreign RFP's. Not for routine briefings or travel, but this may include cost of mandatory attendance at bidder's conferences. Keep the funded activity well defined and tailored to specific foreign requests with high probability of success.

Metrics: Dollars spent per year by Implementing Agency. Number of RFP's responded to; number that were successful.

Program Element #6: Security Assistance Offices (SAO) & Unified Commands

Description: This program accounts for resources dedicated to supporting US regional priorities and the Theater Security Cooperation Strategies. This covers resources, primarily FMS and FMF Admin funding that DSCA allocates to support SAO's and the staffs of the Combatant Commanders. It may also be used by the Implementing Agencies for their support of the Combatant Commanders in the area of security cooperation.

Goals: Support the DoD Security Cooperation Guidance and Theater Security Cooperation Strategies. Use FMS/FMF Admin funding to support regional priorities. Foster good communication and coordination between DSCA/mildep region divisions and desk officers, and between weapon platform and system experts to meet regional needs while working with our international customers.

Metrics: Numbers of SAO's, numbers of countries supported. Results of surveys.

Program Element #7: International Agreements (Coordination)

Description: This program refers to armaments cooperation activities such as cooperative research, development, and acquisition (RD&A) projects and programs. This accounts for efforts by the security cooperation community to encourage the use of cooperation vehicles, such as Memoranda of Agreement/Understanding (MOA/U's) to establish cooperative research, development, test, evaluation, technical data exchange, cooperative or reciprocal logistics support, and to promote information exchange between the FMS and Armaments Cooperation communities or offices. Where FMS Admin funds are used under this program element, they are limited to coordination, that is, to efforts that have a direct relation to an FMS case or a strong potential to contribute to FMS hybrid solutions. This does not address reciprocal agreements for Contract Administrative Services (CAS), which is included with PE-13 (Acquisition).

Goals: Understand and support international cooperative programs. Look for international agreements linked to successful FMS solutions.

Metrics: Number of international agreements signed per year, and total active.

Program Element #8: Export Controls (Guidance)

Description: This program covers activities that are required to comply with US export law and with Executive Orders related to protection of information. For the large part, this is non-FMS Admin funded activity since these actions are taken in the interest of US security. Implementing Agencies should ensure that releasability questions are answered early to minimize any negative impacts on security cooperation programs. In achieving these goals, there may be reason to fund activities limited to seeking guidance about the processes or steps to be taken when an international partner has requested a defense system or service. There will be some work advising offices as to how a technology transfer determination will impact a potential FMS or hybrid case, and how to handle that impact. To the extent that these efforts concern guidance and not releasability itself, such pre-LOR or case development activity may be an allowable charge to FMS Admin. End Use Monitoring and Missile Technology Control Regime (MTCR) are related export control activities, but are separate programs.

Goals: Prevent transfer of technologies and weapons to the wrong hands. Help ensure that releasability questions are answered early to minimize any negative impacts on security cooperation programs.

Metrics: Number of munitions licenses reviewed.

Program Element #10: Letter of Offer & Acceptance (LOA) Development

Description: This covers most work in the "Case Development" core function; to gather information and then prepare and produce documents such as LOA's, Pricing and Availability (P&A), LOI's, as well as the implementation of LOA's. It covers the creation and implementation of Leases. This includes the preparation of Amendment and Modification documents. It covers the development of milestones, logistics plans, manpower estimates, and key financial aspects such as loan preparation, special billing, modified payment schedules, etc. It supports coordination and oversight to improve efficiency. The cost of training is included in the cost of DSAMS, with PE-25. This includes Congressional notification of FMS sales as required by AECA, Section 36 (b).

Goals: Enhance our ability to turn customer requests into quality and timely responses, normally via Pricing and Availability (P&A) and Letters of Offer and Acceptance (LOA). Lower the costs of developing documents, including amendments and modifications. Use IT tools effectively, especially DSAMS. Respond to requests for P&A data within 45 days of the request. Limit unnecessary P&A activity. Cut the time from LOR receipt to the time the case is offered to the customer. Improve the quality and accuracy of LOAs. Submit congressional notification to DSCA on required proposed FMS cases within 10 days of receipt of LOR or solicitation of articles from a country.

Metrics:

Workload Measures: Number of P&A responses, LOA's, amendments and modifications generated, by Implementing Agency. Amount of activity as measured by PBC in this area.

Performance Measures: LOA processing time (80% within 120 days), by category or defined order, blanket order, and training. LOA customer rejection rate (number or percentage of LOA's signed but not implemented). LOA's returned internally for corrections.

Benchmark: Dollar cost per P&A, LOA.

Program Element #12: Missile Technology Control Regime (MTCR)

Description: This program accounts for necessary activities in support of enforcing the MTCR requirements. The MTCR is an informal international political arrangement designed to control the proliferation of rocket and unmanned air vehicle systems capable of delivery weapons of mass destruction. U.S. laws restrict the export of MTCR controlled items and DoD assists the Departments of State and Commerce in enforcing the restrictions by identifying MTCR controlled items that foreign customers have requested via FMS. The majority of efforts under MTCR will be funded by appropriated sources. A limited amount of coordination and oversight may be funded by the FMS Admin account.

Goals: Provide oversight and training for offices that perform technical reviews of the LOA, to prevent the transfer of MTCR controlled items.

Metrics: Number of MTCR courses given and students taught annually.

Program Element #13: Acquisition

Description: This program covers the procurement of defense equipment, related systems and sub-systems, which include the requisite contracting, engineering, propulsion, technical support and technical assistance, logistics, training, business and financial management, etc., required to support such procurements. It covers the work of program offices, Program Executive Offices, and system commands or major commands with responsibility for procurement. This includes the various disciplines or integrated competencies required to support acquisition programs. Although document preparation is covered under PE-10, related efforts such as data gathering for amendments and modifications, integral to normal

execution, may be resourced here or PE-14/15. Included is planning, preparation, solicitation, contract negotiations, contract award and contract administration associated with the acquisition phase to the accomplishment of tasks and services associated or in support of Security Assistance. This covers the management of leases. This also includes routine financial management of FMS procurement cases, and ongoing reconciliations up to six months after material or services complete. It includes efforts by the DoD Central Control Point assigned to the Defense Contract Management Agency (DCMA).

Goals: Assure the timely delivery of quality goods and services. Ensure effective and efficient management of new procurement cases; major end items, defined order cases, etc. Achieve standards of cost, schedule and performance.

Metrics:

Workload Measures: Number of new implemented cases, quarterly or annually. Total number of open cases, dollar value of open cases, dollar value of goods and services remaining to be delivered. Dollar value of program management and technical services lines. Number of cases that are supply complete. Number of leases. Number of personnel assigned to case management. Level of activity measured via PBC.

Performance Measures: Shipped, delivery not reported. Deliveries versus schedule. Percent compliance with requirements for annual reconciliation.

Benchmark: Total dollar value and total work years per open case (FMS Admin and case funding).

Program Element #14: Case Training

Description: This program covers FMS Training Cases. This does not cover the management or oversight of IMET. This program covers activities such as planning, scheduling, pricing, administration, financial management, and the accomplishment of tasks and services associated with or in support of training provided as security assistance. This program provides resources to manage the active FMS training case execution activity in the dedicated FMS training organizations at each military department.

Goals: Provide timely and quality training to US allies and friends via FMS.

Metrics:

Workload Measures: Number of new training cases implemented, quarterly or annually. Number of open training cases, and dollar value of open cases. Number of personnel assigned to the management of case training. Level of activity measured via PBC.

Performance Measures: Number of courses and mobile training teams. Number of students.

Program Element #15: Logistics

Description: This program covers resources to provide logistics and sustainment support to the FMS program. It primarily covers the work of the Defense Logistics Agency and the military department International Logistics Control Offices (ILCO), but may include other activities where there is a clearly defined majority of work in logistics and sustainment. In this context, logistics means, but is not limited to, lifecycle sustainment as expressed through FMS cases for maintenance, spares, repair, sales from stock, CLSSA, delivery, and post-production technical support, requisitions, etc. This includes routine financial management of FMS logistics cases, reconciliations and closure. FMS Cases providing a total package approach (TPA) containing logistics or training lines should be allocated under PE-13 (Acquisition).

Goals: Ensure effective and efficient management of sustainment cases: blanket order, spares, repairs, CLSSA, etc.

Metrics:

Workload Measures: Number of new logistics cases, quarterly or annually. Total number of open cases, dollar value of open cases. Number of cases that are supply complete. Number of personnel assigned to case management of logistics cases. Number of requisitions. Level of activity measured via PBC.

Performance Measures: Number of supply discrepancy reports over one year old. Percent compliance with requirements for annual case reconciliation.

Program Element #16: Financial

Description: This covers resources dedicated to headquarters management of the financial aspects of case execution. This program focuses resources on the effective financial oversight of FMS cases during execution. This financial oversight includes routine case reconciliation and closure. This program element covers resources for DFAS, Denver, the DSCA Liaison Office at DFAS, and DSCA's Financial Management Division, including Country Financial Directors. It covers military department oversight of FMS financial activity, and may include financial management offices, but does not include financial management internal to the program, logistics or case administering offices, integral to execution, which should be allocated under Acquisition (PE 13) or Logistics (PE 15).

Goals: Sound financial management and reporting. Monitor the FMS customer's trust fund balance and the individual case payment schedules to match the terms of the contract and resultant expenditures and to align financial resources with case performance.

Metrics:

Workload: Level of activity, measured via PBC.

Performance: Payment schedule variance. Number of FMS cases closed per year.

Program Element #19: Case Closure Reconciliation & Transactions

Description: This program accounts for resources required to successfully execute closure transactions after supply completion; that is, the elimination of FMS cases that are supply complete and no longer active. Resources for routine case management in support of closure, such as annual reconciliations, is covered under PE-13, 14, 15 and 16, depending on the organization performing the activity. Case closure may include but not limited to the following activities: performance reporting and billing adjustments and corrections, balancing FMS accounts and systems, resolving financial discrepancies, and closing the case. This PE includes activities associated with Accelerated Case Closure (ACC) Procedures, Enhanced Accelerated Case Closure (EACC) Procedures, non-accelerated closure procedures (standard closure), and DSCA-directed force closures.

Goals: Mitigate the number of open cases, especially those under Accelerated Case Closure Procedures, beyond two years supply complete.

Metrics: Number of cases that are of supply complete over two years; total number closed. Measured trends in number of cases that are delinquent. Track closure performance against annual goals.

Benchmark: Cost per case closed.

Program Element #20: Workforce Development

Description: This is intended to capture costs to develop a cadre of professional security cooperation personnel, both current and new. It supports job-related training and university and war college programs for broad career development. It pays for the courses and conferences related to Individual Development Plans. It covers career development and certification, graduate studies program such as the Fletcher School's Global Master of Arts Program (GMAP), and internship programs. This program element covers resources to "give" training and to "take" training; i.e., the cost of the schoolhouse, training facilities, as well as the cost of courses and conferences. The cost of an employee's pay and benefits during a training duration is <u>not</u> included in this PE. It is included under their primary assignment, by PE.

Goals: Foster a competent and professional workforce.

Metrics:

      Workload Measures: Cost of programs, in dollars and measured via PBC.

      Performance Measures: Numbers of courses and students trained at DISAM. Number of students enrolled and graduated from graduate studies programs, GMAP especially. Number of interns annually.

      Benchmark: Dollars invested per employee in workforce development.

Program Element #22: General Administration

Description: This program encompasses general and administrative routine and special projects to sustain normal office operations, under the core function of Business Sustaining. It includes human resource management, security, secretarial, physical security, general administration, office supplies, research, subscriptions, and so forth. This also represents general support costs for the offices and equipment. It includes supplies, manpower, contracts and procurement support etc. for routine lease or rent, cleaning, repair, and improvement of office spaces, vehicles, and copy and fax machines, etc. It accounts for one-time projects such as office renovations and capital investments.

Goals: Maintain a reasonable funding level to provide proper administrative and overhead services.

Metrics: Total cost of general administration; cost per employee.

Program Element #23: Headquarters Functions

Description: This program provides resources to support headquarters. It includes policy, customer liaison, manpower, strategic planning, legal, legislative affairs, and management. It supports leadership, legal analysis and support, and centrally managed manpower. It covers headquarters region and country officers, such as Country Program Directors, who cover a wide range of activities for selected international partners. This program element covers resources necessary to develop and issue community policy. It includes support for planning, programming, budgeting and execution. Two special interest areas are Business Process Reengineering and Customer Support. BPR is the facilitation and evaluation of change that will make business processes better, faster, cheaper and/or more responsive to the customer. Customer support includes Ombudsmen positions and other initiatives to address concerns by the international customer, industry and other stakeholders.

Goals: Keep FMS and related processes relevant, agile, and responsive. Provide essential leadership, policy, direction, and management support to the security cooperation community.

Metrics:

      Workload: Total cost of headquarters; cost per employee. Investment in customer service and support. Savings identified via BPR, PBC, programming.

      Performance: Annual customer survey.

Program Element #26: Information Technology (IT) Systems

Description: This program covers all IT systems. It includes major systems like DSAMS, CISIL, SAMIS, CMCS, MISIL, CEMIS and Portal. It also covers applications like Navy's Information Warehouse, AFSAC Online, and Army CEPS. This program accounts for resources to maintain, operate, and periodically refresh dedicated security assistance organization's office automation such as desktop computers, classified and unclassified local area network systems, software, and peripheral equipment such as printers, scanners, monitors, and video teleconference (VTC) equipment. This program includes the costs associated with user training, network certification and security. This PE uses special interest

subcategories of: DSAMS, Portal (SCIP), Case Management Information (legacy) Systems, CEMIS, LAN/PC Support, and General IT Systems.

Goals: Employ IT systems, such as DSAMS, to lower the cost and improve the efficiency of the necessary FMS and security cooperation processes. Exploit training to ensure optimal use of systems. Develop and deploy systems that give the FMS international customer and DSCA/Mildep authorities an adequate means of insight into the execution of cases: acquisition, training, logistics, and financial. Contribute to the tracking of FMS deliveries to assure the program meets the milestones for cost, schedule and performance. Ensure computer support is cost effective.

Metrics: Cost of IT systems relative to the core function they support (e.g., DSAMS as compared to total cost of LOA Development). Number of users for the Security Cooperation Information Portal.

> **Benchmarks:** Cost per seat for Local Area Net and computer support; versus industry standard.

Program Element #27: End Use Monitoring

Description: This program accounts for the resources needed to implement DoD's Golden Sentry program in the security cooperation community. It funds activity in country by the SAO's, the use of tiger teams, and a limited amount of training, oversight and coordination at the headquarters level. EUM covers government-to government transfers of defense articles, defense services, and related technologies, throughout the life of the system (e.g., shipping, use, storage, and disposal). DoD's Golden Sentry program ensures that US-origin defense exports are sent only to the country of ultimate destination for the authorized official, for use by that government recipient, and that they continue to be used for the approved purpose.

Goals: Impede the access of potential adversaries to militarily significant items and technologies including those that contribute to the proliferation of weapons of mass destruction. Promote a capable defense industrial base to ensure global competitiveness and continued technological advantages enjoyed by US military forces over potential adversaries. Encourage foreign government support for US principles, laws, regulations, and practices concerning the sale, transfer, and end-use of defense equipment and services.

Metrics: Cost of program; number of EUM visits.

Program Element #28: Excess Defense Articles (EDA)

Description: The Foreign Assistance Act defines EDA as the quantity of defense articles (other than construction equipment), which are in excess of approved force acquisition objectives and approved force retention stock. EDA can be sold via Foreign Military Sales and can be grant transferred to certain eligible countries. EDA is provided on an "as is, where is" basis with the transportation, refurbishment and support costs being the responsibility of the recipient. This program accounts for resources in support of EDA to include processing and responding to requests, asset availability and allocation plans, Congressionally notify proposed EDA transfers, and maintaining records of EDA transfers and delivery data in accordance with current legislation and DoD policy.

Goals: Assure good communication and coordination regarding the use of EDA. Educate the security cooperation workforce, SAOs especially, on the tools of EDA, including availability, procedures, and likely condition. Provide for tracking of EDA deliveries in a timely manner.

Metrics:

> **Workload Measures:** Cost, via PBC, of EDA efforts.

> **Performance Measures:** Dollar value and amount of equipment transferred.

Program Element #30: Drawdowns

Description: Drawdowns allow the President to respond to unforeseen military emergencies, humanitarian catastrophes, peacekeeping needs or counter narcotics requirements by providing on hand DoD-stock defense articles and services to

foreign countries and international organizations. Except for transportation and related services where new contracts would cost less than providing such services with DoD assets, no new procurement is authorized and no new money may be placed on existing contracts. A drawdown authorization provides instructions for the tracking and reimbursement of funds associated with the equipment and expenses necessary to implement and fulfill the drawdown. This PE allows insight into this activity, and gives managers an appreciation for the time and resources required.

Goals: Continued support, to the maximum extent possible, of future drawdowns directed by the President or Congress.

Metrics: Labor dedicated to drawdowns as reported via PBC models. Dollar value of drawdown activity, by IA, as compared to drawdown authority.

Program Element #31: Foreign Military Financing (FMF) Administration

Description: FMF promotes US national security by working toward global and regional stability through strengthening democratically elected governments and containing transnational threats, thereby reducing the likelihood of conflict and war. Funds provided through FMF enable key allies and friends to improve their defense capabilities by financing the acquisition of US military articles, services, and training. This program addresses funds to administer programs that are not supported by FMS and includes the administration of FMF grants; the review of FMF funded direct commercial contracts, the management of the IMET program, and the EDA program as well as other management duties not supported by FMS.

Goals: Work with State, OMB and Congress to increase allocations to cover expanding needs. Ensure use of scare resources are aligned to goals for security cooperation.

Metrics: Measure level of activity dedicated to FMF as reported via PBC. Although subjective, make connection between FMF allocations and US regional/country objectives.

> DIILS: First time METs.

Program Element #32: International Military Education & Training (IMET)

Description: IMET is the portion of the US security assistance program that provides training to over 125 allied and friendly foreign military and defense associated civilian personnel on a grant basis. This program covers the basic IMET program -- funding and country allocations -- as well as funds provided for the administration of IMET. Activities are funded from the State Department/150 International Affairs account.

Goals: Provide flexible and responsive support to Combatant Commanders Theater Security Cooperation Strategies. Develop a method to facilitate the matching of CINC country objectives with available resources. Provide the means for military-to-military interaction, information sharing, joint planning, combined force exercises, and access to foreign bases and facilities.

Metrics: Measure level of activity dedicated to IMET, via PBC. Measure IMET dollar value, by country.

Program Element #33: HA/MA, EIPC, Warsaw, PKO and Other Funded Initiatives

Description: This program provides the means to address Security Cooperation initiatives that are funded via DoD or State Dept appropriated accounts. This includes, but is not limit to, Humanitarian Assistance and Mine Action (HA/MA), Enhanced International Peacekeeping (EIPC), the Warsaw Initiative, Counter Narcotics, and Peacekeeping Operations.

EIPC is designed to help increase the pool of armed forces capable of participating in multinational peace support operations (PSO). The Warsaw Initiative is a US bilateral program to advance closer relations and military interoperability between NATO and Partnership for Peace countries. PKO funds support US national interest in promoting human right, democracy, and regional security and facilitating humanitarian response. The PKO account promotes increased involvement of regional organizations in conflict resolution, multilateral peace operations, and sanctions enforcement.

The Office of Humanitarian Assistance and Mine Action (HA/MA) provides supervision and oversight of DoD humanitarian mine action and humanitarian assistance (HA) programs for the Director, DSCA. Functions accomplished by HA/MA include management of the Overseas Humanitarian, Disaster, and Civic Aid (OHDACA) appropriation; oversight of the combatant commanders' operational mine action, humanitarian and civic assistance (HCA) programs (funded with service O&M); the DOD Humanitarian Assistance Program (HAP) and Foreign Disaster Relief and Emergency Response activities. HA/MA also coordinates foreign disaster relief missions, and procures, manages, and arranges for delivery of humanitarian daily rations (HDR) where required. The Humanitarian Mine Action (HMA) program assists countries that are experiencing the adverse affects of uncleared landmines. The program is directly managed by the combatant commanders and contributes to unit and individual readiness by providing unique in-country training opportunities that cannot be duplicated in the United States. The Humanitarian and Civic Assistance (HCA) program permits US military forces to carry out humanitarian assistance projects as part of training missions overseas. The Denton (space available) Transportation program arranges 'no cost' transportation for donors or recipients for delivery of humanitarian goods to countries in need. The Funded Transportation program permits transportation of cargo and DOD non-lethal excess property worldwide for non-governmental/international organizations (NGO/IO).

Goals: Ensure resources are available for DoD elements to respond to foreign disasters and provide support to the combatant commanders' Mine Action and Humanitarian Assistance Programs. Provide in-residence courses and tailored mobile education and training teams. Assist in the procurement of training equipment to dedicated PSO training centers

Metrics: HA/MA out-of-cycle requests, by percent. Warsaw Initiative/PfP exercises and seminars.